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DCI/IC 1589/75

4 June 1975

MEMORANDUM FOR: AD/DCI/IC

SUBJECT : D/NIO Comments on ICS
Proposed FY-76 KIQ/KEP

1. Your perceptive assessment of George Carver's comments quite accurately reflects the essence of the problem--the desirability of a quantitative assessment of Community performance across a major portion of its most important activities, vis-a-vis continuing past subjective assessments of Community performance on individual tasks.

2. If there is to be an evaluation program, and the DCI has clearly said that there is in his answers to recurring management questions, there must be a baseline of fact, whatever it may be called.

3. For the record, it should be noted that the "troubles" George and his colleagues had with the FY-74 baseline report have not been recorded and made available for consideration in redefining the FY-75 performance measurement baseline. This is not to say that the Pilot Program effort was without fault, it had many. But whatever its faults, they are not central to the issue of the structure of an evaluation program. Performance--progress--cannot be measured without a starting point. In the KEP it matters little whether that point is an annually developed plan (a strategy), or an assessment of the effectiveness of a year's intelligence effort (a performance report). The existence of one, or the other, is essential to define new goals and measure performance against those goals in the continuum of an evaluation program.

4. Given the scope and content of the FY-75 strategies, it is difficult to understand the basis for George's assertion that our proposal divorces the NIOs from the collection aspects of the Community's activities. Attachment 2 of the proposal

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clearly states that the NIOs are to describe the substantive (data) needs to be fulfilled to answer the KIQ; outline an approach to address the needs; and, in concert with CPAD (with the latter acting as broker with the collection Committees) insure that optimum roles and levels of effort are set out for each collection technique, and sensor. The ICS proposal thereupon looks to the collection Committees to determine which platform (and program) is best postured--and has the greatest success expectations--to seek the required data. These roles are in keeping with the desire to increase NIO involvement in collection planning, and to ensure that technical parameters, and the full range of present capabilities and Community tasking, are given appropriate consideration.

5. The contention that our request for commitment and tasking information makes the process more cumbersome than the DCI wants it to be (or that it need be), is symptomatic of George's problem--an aversion to quantified evaluation, vis-a-vis subjective assessment.

6. For the record, again, despite the DCI finally having accepted 1 of several proposed strategy models, the FY-75 strategies do not follow the approved outline. They do not reflect a common level of detail and do not reflect a common approach.

7. More disturbing, however, is the contention that the ICS proposal advocates a perceptively and significantly different concept, or line of approach from that taken by the NIOs in developing the FY-75 strategies. Examination of the FY-75 strategies shows that in comparison with the proposed outline, more than half of them have the proposed "general paragraph"; all have the proposed "substantive goals to be sought by collection and production efforts"; all contain the proposed "generalized description of the strategy" to be used in working on the KIQ, and all reflect the proposed "commitments," "to collect" and "to produce." The mechanisms for developing the strategies have been modified and sharpened to improve the product without changing the concept or approach embodied in the FY-75 exercise.

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8. The ICS proposal unquestionably is guilty of trying to regularize the approach and structure of the FY-76 KIQ strategies by capitalizing on topical elements common to the majority of the FY-75 documents. Contra the FY-75 effort, the ICS FY-76 KIQ strategy development proposal: defines a more central role for the USIB collection Committees and CPAD; initiates an effort to prioritize collection efforts between collection methods and individual collectors; ensures consistency in the approach and content of the strategies; and encourages specificity in delineating tasks and recording commitments. By increasing the involvement of CPAD and the USIB collection Committees in the development process, and making the strategy effort a joint NIO/ICS exercise, the ICS proposal also has the effect of decreasing time demands on the NIOs.

9. By all means, let us face headon the issue of an annual regularized, quantified Community performance evaluation program (and what we are willing to pay for it in terms of management effort), vis-a-vis continuing the old ways of unstructured, subjective, single task performance assessments.

/s/

A/C/MPRRD/R&AB

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